

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2017 Fulbright Scholar Program

Funding Opportunity Number: ECA-ECAAE-17-001

Office of Academic Exchange Programs (ECA/A/E)

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by the Office of Academic Exchange Programs (ECA/A/E) for the FY 2017 Fulbright Scholar Program. Proposals must conform to the NOFO, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying NOFO, the NOFO is to be the dominant reference.

I. STATEMENT OF WORK

Pending the availability of funds, the Bureau of Educational and Cultural Affairs (ECA) of the U.S. Department of State will enter into a Cooperative Agreement with a U.S. public or private non-profit organization meeting the provisions of a 501 (c) 3 to administer the FY 2017 Fulbright Scholar Program. The core Fulbright U.S. and Visiting Scholar Programs annually provide approximately 810 awards to U.S. scholars and professionals to lecture and conduct research abroad and approximately 860 awards to visiting (non-U.S.) scholars to lecture and conduct research in the United States. In addition to providing administrative services for the core U.S. and visiting scholar programs, the cooperating organization will be responsible for administering several related Fulbright Scholar Program components and activities, including, but not limited to, the Fulbright Scholar-in-Residence Program, Junior Faculty Development programs, International Education Administrator seminars, and regional research initiatives such as the Fulbright NEXUS Program and the Fulbright Arctic Initiative. An abridged calendar of program activities is included below in subsection I. Projected participant numbers for each of these programs are as follows. ECA reserves the right to reduce, revise, or increase funding amounts and participant numbers pending the availability of funds, the needs of the program, and U.S. Department of State foreign policy priorities. Should the Fulbright Scholar Program be awarded for FY 2017 to an organization that does not currently administer the Program, the new organization and the current administrator of the Fulbright Scholar Program will need to collaborate closely to ensure a successful transition.

Scholar Program Component	U.S. Scholars	Visiting Scholars	Total Scholars
Core One or Two Semester Grants	810	860	1,670

Scholar-in-Residence (SIR) Program	0	40	40
Junior Faculty Development Programs (JFDP)	0	75	75
International Education Administrators (IEA) Seminars	25-50	15-40	40-90
Fulbright Regional Network for Applied Research (NEXUS)	5	15	20
The Fulbright Arctic Initiative	5	15	20

A. Responsibilities of the Award Recipient for the Fulbright U.S. Scholar Program include:

A.1 Recruitment of Applicants

The award recipient will prepare a creative and comprehensive plan for recruitment of applicants for all U.S. scholar grant opportunities. A successful recruitment plan will provide specific strategies for attracting a well-qualified pool of applicants that represent excellence and all aspects of diversity as discussed in ECA's Diversity Statement, including: institutional, geographic, racial, gender, ethnic, age, religious, socio-economic status, disability, sexual orientation, and gender identity. This pool should include qualified minority applicants from both minority-serving institutions (MSIs) and majority institutions, people with disabilities, and represent U.S. institutional classification and academic field diversity. ECA/A/E will approve all elements of the recruitment plan before implementation.

The recruitment plan in the proposal should make clear the primary purpose and audience for key messages, making sure to differentiate between recruitment and general program promotion.

The proposal should demonstrate a clear understanding of current trends in U.S. higher education. In addition, the proposal should demonstrate knowledge of higher education conditions in countries abroad, including developing countries and those regions traditionally underrepresented in academic exchange.

A competitive proposal will include a robust recruitment plan which may include the following:

- A comprehensive plan to attract qualified U.S. scholars and professionals, including early career academics (those receiving doctoral degrees within the past five years).

- A specific plan to reach applicants outside academia (such as attorneys, artists, journalists, and business professionals).
- Strategic approaches for attracting faculty and administrators from community colleges, recognizing the importance of two-year institutions in U.S. higher education.
- Proposed recruitment materials and activities, including, but not limited to, print and online content, social media, videos, conferences and campus visits, and other in-person outreach events.
- A strategy for utilizing virtual recruitment tools, including videoconferences, and a roadmap for implementing a series of high-quality general information and program-specific webinars for potential applicants.
- Detailed plans for undertaking outreach in specific disciplines and ideas for coordinating with Fulbright commissions and U.S. embassies on outreach to U.S. scholars and academic associations.
- A targeted approach for engaging Fulbright U.S. Scholar Program alumni to assist in outreach and recruitment initiatives and activities for new applicants.
- A strategy for development and innovative uses of a Fulbright U.S. Scholar Program website, as well as new technologies, especially social media and other Internet-based platforms for both specific and general recruitment.
- Proposals for potential partnerships with academic, non-profit, and private sector organizations to reach new audiences for the Fulbright U.S. Scholar Program.
- Proposed staff travel to U.S. campuses and relevant conferences.
- A plan for print and electronic recruitment and outreach publications (flyers, one-pagers, brochures, etc.).
- A plan to produce major recruitment advertisements to be placed in U.S. media (both print and electronic).
- Information on proposed media relations and engagement (with a special focus on proposing stories and articles to campus and local media outlets and national higher education media);
- Plan for outreach to potential applicants, universities, and others;
- A plan for materials for participants; and all other materials and efforts involving publicity, recruitment, and outreach.
- Suggestions for successful collaboration, including recruitment synergies, with U.S. non-governmental organizations that administer the Fulbright Student Program.

Additional activities not listed above are encouraged and applicants should outline these in the proposal.

In addition to providing a recruitment plan, the award recipient will:

- Submit a plan that ensures that a robust network of U.S. campus contacts for the Fulbright Scholar Program are appropriately identified, trained, and informed to act as program representatives at their respective institutions and are empowered to play a large role in local recruitment efforts. Due to the need for local recruitment at U.S. colleges and universities nationwide, the award recipient must identify representatives on a broad range of campuses, particularly at MSIs and community colleges. A list of all Fulbright campus contacts should be kept and made accessible to ECA staff.

- Work with appropriate educational, professional, and academic newsletters, journals and online publications.
- Plan and implement regional and institution-specific recruitment workshops for administrators and faculty from targeted campuses. This should include workshops serving MSI audiences in selected locations across the United States in conjunction with MSI organization/association conferences. Institution-specific activities should identify innovative methods for engaging faculty and administrators on campus.
- Provide to ECA/A/E, on an ongoing basis, a list of planned recruitment workshops as well as information on conferences and meetings where award recipient staff will make presentations. Information about specific events should be provided to ECA at least four months prior to each event.
- Plan for and solicit ECA participation in all its Washington, D.C. area activities, as well as other major events.
- Publish a public, online directory of Fulbright U.S. Scholars receiving 2016-2017 awards by January 31, 2017. The Fulbright U.S. Scholar Directory should include the name of each participant, home state, country of assignment, field (research/lecturing topic), and U.S. and host institutions (as appropriate).
- Issue a request to U.S. embassies and Fulbright commissions to review and update U.S. scholar award opportunities using an online editing platform, in close coordination with ECA/A/E. The award recipient should then incorporate the submitted updates for publication on the Fulbright Scholar Program website no later than February 2017. This listing should contain details regarding opportunities for Fulbright Scholar awards for academic year 2018-2019 in countries with and without Fulbright commissions by country, and include various indices for U.S. applicants to search for suitable awards.
- Develop and maintain an online editing and publishing platform to allow ECA/A/E to review all award descriptions to suggest needed modifications prior to publication for U.S. applicants.
- Develop and keep updated outreach and recruitment mailing and email lists. In addition, examine the whole range of publications issued by regional academic associations, professional organizations, the private sector, and specialized groups as appropriate outlets for targeted Fulbright recruitment. Other outlets should also be considered. Proposed recruitment materials and activities may include, but are not limited to, print and online content, social media, videos, conferences and campus visits, and other in-person outreach events. Recruitment materials should include descriptions of the experiences and accomplishments of individual program participants, host campuses, impact on the host community and/or country, and alignment with program goals. The reports and materials about individual scholar programs selected should align with Department of State public diplomacy goals, and should show the impact (including “multiplier effect” beyond those who receive awards) of the program.

- Propose appropriate staffing levels and structure to effectively implement all proposed activities and initiatives.
- Provide information on the Fulbright Student Programs at all of the award recipient's recruitment events and opportunities.
- Manage social media assets specific to the U.S. Scholar Program.
- Utilize social media assets both as a recruiting tool and to spread the impact of the program. This will include participant profiles, specific recruitment messages, and infographics and data visualization.
- Provide support for new Fulbright marketing directions, including implementing new design and implementation strategies as an expected outcome of the Fulbright Marketing Initiative. The initiative's research phase is currently underway.

A.2 Application, Screening, and Independent Selection Process

Maintaining an effective, merit-based selection process is a key requirement for the success of the Fulbright Scholar Program. The award recipient will be responsible for managing the application, review, screening and selection process.

The award recipient should demonstrate its capacity and plans to support the following activities for application submission, screening, and selection:

- In consultation with ECA, develop, maintain, and publicize an online application form for Fulbright U.S. Scholar awards.
- Respond to queries by phone, electronically, or in person from potential applicants to the program.
- Receive and screen all applications submitted to the program and conduct a technical review of all applications received for eligibility and completeness, based on Chapter 600 of the Fulbright Program Policies (http://eca.state.gov/files/bureau/board_policy_chapter_600.pdf). Provide a checklist of criteria by which the applications were screened, and confirm that screening has taken place when slates of recommended candidates are transmitted to ECA/A/E.
- Propose a peer review timeline and process, including: arranging a review of applications by external review committees; recruiting, selecting, and training appropriate academic and professional experts to review applications; and observing program diversity objectives. Peer review committees should include Fulbright U.S. Scholar alumni to the extent possible, and reviewers should have country or regional experience in addition to discipline expertise. ECA officers will serve as observers and resources at the panel meetings. The award recipient should provide ECA/A/E with biographical information on the panel members and logistics for these committees at least two weeks before the meetings are scheduled to convene.

- Provide ECA/A/E with the results of the peer review process, including data on the number of applications and recommended candidates for all U.S. scholar awards, by country and world region.
- Assist in arranging post-peer review videoconferencing between commissions/U.S. embassies and U.S. scholar candidates, as requested.
- Submit the slate of candidates recommended by the peer review committees for the Fulbright U.S. Scholar Program to ECA/A/E for transmittal to the J. William Fulbright Foreign Scholarship Board (FFSB) for selection. Working with the administrators of the Fulbright Student Program, maintain and update the online transmittal system by which applicant data is transmitted to ECA and the FFSB for all Fulbright Student and Scholar Programs.

A.3 Post–Nomination Services

Fulbright U.S. Scholar Program applicants who are recommended through the peer review process are considered to be nominated for further consideration by the FFSB and binational Fulbright commissions or U.S. embassies overseas. In FY 2017, the award recipient's selection responsibilities will begin with post-nomination services for U.S. scholars that have been recommended and transmitted through ECA/A/E to the FFSB prior to final selection.

Following the nomination of Fulbright U.S. Scholar candidates through the peer review process, the award recipient will:

- Respond to queries from applicants about awards after nomination and before potential final selection.
- Prepare and send notification letters to applicants who are not selected for awards.
- Prepare and send correspondence to all selected and alternate Fulbright U.S. Scholars, informing them of their status in a timely manner.
- Prepare final selection letters for FFSB signature, once binational Fulbright commissions and U.S. embassies have nominated candidates to receive awards.
- Prepare and distribute fact sheets for Fulbright U.S. Scholars on countries where they will pursue their awards.
- Consult with ECA/A/E regarding the review of medical clearance forms for U.S. scholars; contract with a physician for review of medical forms in consultation with ECA/A/E.
- Prepare terms and conditions for grants to Fulbright U.S. Scholars going to countries without Fulbright commissions and certain Fulbright commissions, as directed by ECA/A/E.

- Respond to questions from Fulbright U.S. Scholars on issues related to their grants, including status of placement, stipend levels, dependent allowances and schooling, and housing allowances.
- Advise participants on regulations regarding use of U.S. airline carriers for U.S. government-funded travel.
- Enroll participants going to countries without Fulbright commissions in ECA's health benefits program; advise grantees participating in ECA's health benefits program about program policies and enrollment procedures.
- Process participant withdrawals from the program and notify ECA/A/E; indicate availability of alternates. Ensure that Fulbright commissions and U.S. embassies are promptly informed of any changes.
- Assist ECA in handling medical emergencies, including mental health issues, evacuations, and repatriation.

A.4 Pre-Departure Orientation Programs

The Fulbright Scholar Program award recipient is responsible for managing logistics for all components of the virtual and in-person pre-departure orientation (PDO) programs in Washington, D.C. for participants of the Fulbright U.S. Scholar Program, as well as the Fulbright U.S. Student Program, including the Fulbright-Clinton Fellowship and Fulbright-National Geographic Fellowship Programs. In coordination with ECA/A/E and Fulbright Student award recipient staff, the Fulbright Scholar Program award recipient will:

- In consultation with ECA/A/E, create an overall timeline for all PDO programs, including planning dates and deadlines.
- Identify PDO venues according to participant numbers, dates and other parameters set by ECA/A/E, negotiate cost-effective contracts for venues and services as needed, and coordinate with selected venues on PDO logistics as required.
- Adhere to PDO timelines, roles and responsibilities, and policies guidance for all pre-departure orientation activities.
- In consultation with ECA/A/E, plan and administer up to nine interactive, multiple format, multi-day PDO programs. Orientation size will vary depending on the number of grantees for each component of the Program. Orientations for (Fulbright U.S. Scholar and Fulbright U.S. Student) should include a separate component for the Fulbright English Teaching Assistant Program, organized by region, focusing on teaching techniques, classroom management, and English language learning instruction.
- Develop and maintain a Pre-Departure Resources web platform to provide orientation information and country specific fact sheets.

- Work with ECA/A/E to develop and implement a media strategy plan to publicize PDO programs and Fulbright grantees attending program.
- For all PDO program activities, provide award recipient staffing plans to ECA no less than two weeks in advance of each event.
- Distribute meal and incidental expenses (M&IE) and honorarium payments to PDO attendees, including Fulbright grantees, invited alumni, speakers, and facilitators to cover their expenses at the PDO.
- In consultation with ECA/A/E, identify PDO venues and finalize appropriate venue contracts for the subsequent year's PDO events.

A.5 Program Planning and Reporting Management

The applicant's proposal should demonstrate how mutual understanding, lasting academic and professional connections, and the achievement of long-term U.S. foreign policy goals with participating countries would be developed and strengthened through Fulbright Scholar exchanges. The award recipient will:

- Maintain current participant data electronically, including individual grant amount, home and/or host institution cost share, and fiscal year of funding. Required data fields for the electronic data system include, but are not limited to, the following: first name; middle name; last name; gender; date of birth; country of citizenship; country of residence; participant type; field of study/research topic; home institution; host institution or affiliation; Fulbright Program category/subcategory; fiscal year of funding; award amount; home/host U.S. state; and Congressional district.
- Propose virtual or “blended” (combined in-person and virtual) activities to enhance and supplement in-person exchange activities, including activities involving program alumni.
- Design interim and final participant reports and ensure that scholars complete these programmatic reports as required. Share participant reports with ECA/A/E.
- In consultation and with the approval of the ECA/A/E regional branches, respond to renewal/extension inquiries and requests from participants.
- Submit all required reports. (See section on “Program Reporting” under “Program Specific Guidelines” for guidance on required statistical and financial reports.)
- Begin program planning for application review, screening and selection (see A.2), for applications submitted under the recruitment conducted for the 2018-19 cohort (see A.1).

B. Responsibilities of the Award Recipient for the Fulbright Visiting Scholar Program include:

The Fulbright Visiting Scholar Program provides grants to approximately 860 visiting scholars from over 130 partner (foreign) countries to conduct advanced research and teaching at U.S. institutions, for programs ranging from an academic semester to an academic year.

B.1 Outreach

Regarding publicity and outreach for the Fulbright Visiting Scholar Program, the award recipient should, in close consultation with ECA, develop a broad strategy that includes a focus on internationalizing the U.S. campus and diversifying the group of institutions participating as hosts in the Fulbright Scholar Program. The award recipient will:

- Develop an innovative and comprehensive strategy for this outreach in either/both the recruitment plan (discussed above) and/or the outreach and marketing plan (discussed below). The strategy should include proposed outreach to potential U.S. host universities; print and electronic materials provided to host universities; and all other materials and efforts involving publicity, recruitment, and outreach. Identify any publicity and outreach efforts that will require direct ECA involvement.
- Publish an online directory of Fulbright Visiting Scholars receiving awards as soon as practicable, including updates on a regular basis in order to maintain the most accurate information.
- Encourage current Fulbright Visiting Scholars to assist in recruiting for the Fulbright U.S. Scholar Program and Fulbright U.S. Student Program and provide them with the appropriate resources and information to undertake this activity.
- Provide Fulbright Visiting Scholars with recruitment resources for dissemination at their home institutions.
- Advise ECA on issues regarding the recruitment and placement of Fulbright Visiting Scholars at U.S. universities and other appropriate institutions for collaborative research, teaching, or professional engagement.

B.2 Fulbright Outreach Lecturing Fund (OLF)

The Fulbright Outreach Lecturing Fund enables U.S. colleges and universities to request short-term (two- to six-day) visits by Fulbright Visiting Scholars in the United States. Participants have already been selected as Fulbright Visiting Scholars and are on their programs in the United States. Scholars engage with the host OLF institutions and surrounding communities in a variety of ways in an effort to assist the internationalization of U.S. academic institutions, provide the scholars with additional U.S. experiences, and help promote the Fulbright Program. Approximately 200 visits are funded per fiscal year. The award recipient will:

- In consultation with ECA/A/E, produce and disseminate materials to promote Fulbright Outreach Lecturing Fund opportunities to U.S. colleges and universities, emphasizing

that OLF activities are driven by the needs of the U.S. host institutions and preference is given to institutions less engaged with the Fulbright Program. Particular attention should be devoted to encouraging MSIs, community colleges, and small liberal arts colleges to apply to host Fulbright Visiting Scholars through OLF.

- Develop and disseminate materials that advise Visiting Scholars about the Program and the process for applying to participate.
- Develop and disseminate OLF materials to U.S. embassies and Fulbright commissions to ensure that grantees are made aware of OLF during overseas pre-departure orientations and that up-to-date guidance on the program is provided.
- Provide promotional materials that assist scholars participating in the OLF Program to promote other Fulbright grant opportunities on the campuses they visit.
- Work with U.S. institutions and with Fulbright scholars to arrange OLF travel or complete travel reimbursement procedures and obtain host institution and scholar reports on OLF visits undertaken.
- Provide ECA/A/E with a monthly report of OLF trips made.

B.3 Screening and Affiliation

The award recipient is responsible for applicant screening and confirming and arranging institutional affiliations, as necessary, for Fulbright Visiting Scholars in tandem with work done by nominating bilateral Fulbright commissions and U.S. embassies. The award recipient will:

- Receive and screen all nominated applications from binational Fulbright commissions or U.S. embassies and conduct a technical review. The award recipient will screen all applications for eligibility and suitability according to Chapter 700 of the Fulbright Program Policies (http://eca.state.gov/files/bureau/chapter-700_0.pdf), provide ECA/A/E with a checklist of criteria by which the applications were screened, and confirm that screening has taken place at the time that slates of nominated candidates are transmitted through ECA/A/E to the FFSB for selection.
- Confirm institutional affiliation for self-placed scholars from countries designated by ECA/A/E. The majority of visiting scholars are currently self-placed and arrange their own affiliations in the United States.
- Arrange affiliations for Fulbright Visiting Scholars (approximately 50 to 100 scholars annually) at appropriate U.S. institutions,
- Encourage and maximize host institution cost-sharing for all visiting scholar affiliations and provide detailed reports to ECA on actual cost-share. Monitor trends in institutional cost-share and other conditions affecting Fulbright Visiting Scholars.

- Submit slates of Fulbright Visiting Scholar Program candidates from countries to ECA/A/E for transmittal to the FFSB for selection, as needed.

B.4 Basic Support Services

The award recipient will provide the following basic support services for the Visiting Scholar Program:

- Consult with ECA/A/E regarding the review of medical clearance forms for select visiting scholars; contract with a physician for the review of medical forms in consultation with ECA/A/E.
- Enroll participants from countries without Fulbright commissions in ECA's health benefits program and/or other health benefits plan as directed by ECA; advise grantees participating in ECA's health benefits program about program policies and enrollment procedures.
- Prepare grant terms and conditions for participants from all countries without Fulbright commissions and some countries with Fulbright commissions, as directed by ECA/A/E, using monthly stipend and allowance rates and related guidance.
- In consultation with ECA/A/E, determine rates for participant allowances for housing and maintenance. Request ECA approval of any changes to established stipend levels, as needed.
- Serve as Alternate Responsible Officers (AROs) for the issuance of DS-2019 forms via the Student and Exchange Visitor Information System (SEVIS), monitoring and maintaining appropriate nonimmigrant visa status for scholar participants at all times. Prepare DS-2019 forms for all Fulbright Visiting Scholars and their dependents and expedite delivery of these forms to Fulbright commissions and U.S. embassies, well in advance of grant start dates to allow for scheduling of visa interviews at the appropriate U.S. embassy or consulate overseas.
- Provide timely documentation for participants' continuation of stay in the United States, border crossings, and employment. Process scholar employment authorizations per Department of Homeland Security regulations and in conjunction with ECA/A/E. Ensure that participants abide by all J-visa regulations.
- Assist with incoming and return travel for select countries.
- In consultation with ECA/A/E, arrange transfer of program sponsorship to universities when such requests are approved by ECA, U.S. embassies, or Fulbright commissions.
- Assist visiting scholars to comply with federal income tax regulations and calculate appropriate amounts that must be withheld from scholars' grants in accordance with the Tax Reform Act of 1986. Enroll visiting scholars in a tax preparation service.

- Help participants comply with federal, state and local regulations, including but not limited to those related to tax liability (report incoming travel benefits to IRS), indebtedness, and expired permission to reside in the United States.
- Maintain communication with U.S. host institutions and with scholars during the grant period to ensure that programs are carried out successfully, and the intended program impact is achieved. In consultation with ECA/A/E, establish protocols for systematic monitoring of Fulbright Visiting Scholars through both in-person and/or virtual engagement.
- Proactively monitor Fulbright participants' status, focusing on issues such as cultural adjustment, physical and mental health, personal safety, and overall success for their duration of sponsorship, ensuring that there is effective networking among participants in the same host institution or region, and with the U.S. scholars, faculty, and communities in which they are placed.
- Alert ECA/A/E to any major issues that arise related to scholar well-being in a timely manner. In consultation with ECA/A/E, develop detailed protocols to standardize best practices in response to academic, legal, medical, and other participant issues.
- Provide ECA/A/E with an alert list, which includes information on participants that require additional monitoring.
- Design interim and final participant report templates and ensure that visiting scholars and host institutions complete these programmatic reports and that they are shared with ECA/A/E.
- Assist ECA in handling medical emergencies, including mental health issues, evacuations, and repatriation.
- Process extensions, renewals, withdrawals and transfers, and after obtaining ECA/A/E approval regarding such requests as necessary; inform and seek advance approval from Fulbright commissions and U.S. embassies as appropriate.
- Develop U.S. university support in the form of academic fee waivers, office space, computer access, and campus lodging for scholars.
- Propose virtual or “blended” (combined in-person and virtual) activities to enhance and supplement in-person exchange activities, including activities involving program alumni.

B.5 Enrichment

Fulbright Visiting Scholar enrichment programs currently consist of 1) thematically focused three-to-four day enrichment seminars, for approximately 65 visiting scholars per seminar, that are held in different parts of the United States and 2) series of local enrichment activities and events organized in predetermined “Anchor Cities” where there are large concentrations of Fulbright Visiting Scholars. The purpose of enrichment activities is to enable scholars to

experience America, engage with Americans and each another, and explore topics of national and global importance.

The award recipient will work closely with ECA/A/E in the development of a cohesive plan for Fulbright Visiting Scholar enrichment activities, which will include:

- 1) Organizing one competition to solicit proposals from eligible organizations to plan, implement and evaluate four Fulbright Visiting Scholar thematically focused enrichment seminars,
- 2) Organizing one competition to solicit proposals from eligible organizations to plan, implement and evaluate a series of enrichment events and activities in specific locations with significant numbers of Fulbright Visiting Scholars (New York City, Boston, Washington, D.C., San Francisco, and Los Angeles). Eligible organizations include non-governmental organizations, International Visitor Councils, and colleges and universities. The award recipient must ensure that all enrichment programming achieves predetermined enrichment goals and is conducted in a fair and timely manner.

To meet these enrichment goals, the award recipient will:

- Convene a review panel for the two competitions, with at least one ECA representative monitoring the review.
- Following the review panel, prepare and present to ECA a comprehensive overview of review results and recommendations and planned enrichment activities, including budget information, for final approval.
- Plan for funding to conduct four seminars for visiting scholars on multidisciplinary topics. The budget request for these seminars should not exceed \$500,000. The award recipient should maximize cost-sharing provided by implementing partners and local communities.
- Plan for funding to conduct local enrichment programming in the designated Anchor Cities. The budget request for these Anchor City activities should not exceed \$300,000. The award recipient should maximize cost-sharing provided by implementing partners and local communities.
- Submit all enrichment program plans to ECA/A/E for approval, including all proposed events, before funds are spent or participants or speakers invited. ECA/A/E must also approve all print and electronic materials related to these activities.
- Oversee the implementation of all enrichment programming, ensuring that all goals are met and activities are conducted as approved by ECA/A/E.
- Share activity reports submitted by partners implementing enrichment events with ECA, and prepare a final, comprehensive report to be presented to ECA no later than two

months after the conclusion of the last FY 2018 enrichment activity. The award recipient should consult with ECA to determine elements to be included in the final report.

- For all enrichment programming, follow “branding” guidelines established by the U.S. Department of State and the Fulbright Program.
- Work with the ECA/A/E Public Affairs Staff to develop and implement a strategic communications plan to publicize Fulbright enrichment seminars and highlight grantees attending seminars.
- Assist in administering ECA funds to the Fulbright Association in consultation with ECA/A/E.

C. Responsibilities of the award recipient for Special Program Activities include:

C.1 Fulbright Scholar-in-Residence (S-I-R) Program

The Fulbright Scholar-in-Residence Program enables U.S. colleges and universities to apply to host scholars from abroad for a semester or an academic year to teach on campus as part of the host institution’s internationalization effort. Scholars also engage with students, faculty, and staff across campus and interact with the surrounding community. The award recipient will:

- Develop and implement an innovative recruitment and publicity plan, in close coordination with ECA/A/E, to advertise the program to U.S. institutions of higher education, with particular attention to the program’s target institutional audiences, those with less opportunity to host visiting scholars and/or institutions serving minority audiences. This includes small liberal arts colleges, community colleges and all MSIs. Efforts should be made to increase institutional applications for scholars from world regions deemed underserved in the S-I-R Program.
- Produce online program guidelines and application materials in close collaboration with ECA/A/E.
- Provide application guidance to U.S. institutions of higher education and provide feedback on applicants’ draft proposals, if requested.
- Organize and convene a peer review process for U.S. applicant institutions.
- Produce and distribute program and procedural guidance and related program materials for commissions and U.S. embassies concerning their roles in program implementation, in close collaboration with ECA.
- After the peer review process is completed, work closely with the U.S. institutions, with commissions and U.S. embassies and with ECA/A/E in the process of recruiting, confirming and approving individual scholars.

- As needed, work closely with the U.S. institutions, commissions and U.S. embassies and with ECA in the process of recruiting, confirming and approving projects and individual scholars deferred or renewed from previous cohorts.
- Work with ECA/A/E to obtain FFSB approval of institutions and individual scholars.
- Work with scholars until their arrival in the United States and then at their U.S. host institutions to ensure that all requirements are met and all logistical arrangements are made. This includes writing grants, preparing DS-2019s, and handling other visa-related matters, managing compensation, enrolling participants in ECA's health benefits program, assisting with medical issues, and making other logistical arrangements as necessary.
- Monitor activities and program success of Scholars-in-Residence and of host institutions to ensure that programs are carried out successfully and that the intended program impact is achieved.
- Maintain up-to-date information on the program, including guidelines, procedures, participant statistics, and impact on the Fulbright Scholar Program website and in reports as required by ECA/A/E.

C.2 Special Regional and Cohort Programs

In close coordination with ECA/A/E, the award recipient will design and plan special programs to place visiting scholars from selected countries at U.S. colleges and universities and U.S. scholars at host institutions in select countries abroad to enhance discipline knowledge, increase professional networks between U.S. and international counterparts, and help participants master new pedagogical approaches. Participants will be early career (junior) or senior faculty from tertiary institutions. Special regional and cohort programs include, but are not limited to:

Junior Faculty Development Programs, designed to bring junior scholars to U.S. host institutions for 10-week faculty development, mentoring, and cultural enrichment activities. Approximately 75 visiting scholars will participate in the program each year, pending availability of funds. The program will equip scholars with the knowledge and tools to build the capacity of their home institutions and to advance the education of current and future students. In addition, it lays the foundation for junior scholars and their U.S. hosts to develop long-term institutional relationships and to identify areas of cooperation that can be sustained beyond the grant period. The award recipient will assist in recruiting, selecting, and monitoring, place and monitor scholar cohorts, administer orientation and workshops, and develop program materials in coordination with ECA. Junior Faculty Development Programs currently include scholar cohorts from Afghanistan, Egypt, Lebanon, and Iraq. Final decisions regarding participating countries will be made by ECA, pending the availability of funds.

The International Education Administrators (IEA) Seminars, designed to establish connections between international education professionals in the United States and education officials from higher education systems in other countries. These two-week programs give approximately 90 scholars the opportunity to explore a country's higher education system and

establish new ties and networks with others in the field of international education. Seminar activities may include university and college visits and talks with administrators and faculty in the field of education at various institutions.

- The IEA Seminars for U.S. Scholars are in France, Germany, Japan, India and South Korea. The award recipient is responsible for working closely with the Fulbright commissions in these countries to provide program planning and management; recruitment, publicity, and outreach; participant screening and selection; host institution screening and selection as needed; and basic logistical and support services as needed for these seminars.
- The IEA Seminars for Visiting Scholars in the United States are currently for India and Korea. The award recipient is responsible for working closely with the Fulbright commissions in India and South Korea, providing program planning and management; host institution screening and selection; and basic logistical and support services for these seminars.
- If requested by ECA, the award recipient will design and manage other special and/or regional programs for Fulbright Visiting Scholars at U.S. colleges and universities and for U.S. scholars at institutions abroad.

Pending availability of funds, ECA/A/E intends to continue two cohort-based programs in FY 2017: **The Fulbright Regional Network for Applied Research (NEXUS) Program** and **The Fulbright Arctic Initiative**. The NEXUS Program brings together a network of scholars, professionals, and mid-career applied researchers from the United States, Brazil, and other Western Hemisphere nations for collaborative research. The Fulbright Arctic Initiative supports and facilitates cross-discipline research and cooperation on shared challenges in the Arctic among scholars from the eight member states of the Arctic Council (Canada, Denmark, Iceland, Finland, Norway, Russia, Sweden, and the United States). Approximately 20 scholars will participate in each program for an 18-month period. Additional cohort-based programs beyond these two may be created by ECA to address key regional or topical priorities, pending availability of funds. For the two cohort programs listed above, the cooperating organization will:

- Actively advise, research, and assist ECA/A/E in the recruitment of highly-qualified subject expert(s) to serve as distinguished lead scholar(s), and draft and manage a services agreement with the selected individual(s).
- Provide advice and consult with ECA on the selection of program themes of international significance, as needed.
- Prepare program budgets and timeline of activities.
- In collaboration with ECA, manage the recruitment process for U.S. participants and provide guidance to Fulbright commissions and U.S. embassies on the recruitment and nomination of visiting scholars, including the development and dissemination of recruitment materials.

- Develop and manage the application and selection process for U.S. and visiting scholars, including an online application.
- Provide ongoing support for participants, including grant payments, travel and visa arrangements and other services as needed.
- Provide and administer online communication platform(s) for participants and distinguished lead scholar(s), including webinars, phone conferencing, etc.
- Monitor participant progress through regular check-ins and their submission of mid-term and final reports.
- Assist Fulbright commissions and distinguished lead scholar(s) to organize and administer opening and mid-term plenary meetings outside of the United States.
- In consultation with ECA and lead scholar(s), organize and administer the final plenary meeting in Washington, D.C., including managing all contracts with outside vendors.
- Maintain website with description of program and list of current participants and alumni.
- Encourage private sector engagement and support.
- In conjunction with ECA, develop a publicity plan to highlight program impact and disseminate outcomes. This should include descriptions of the experiences and accomplishments of individual program participants and should contemplate multiple platforms of dissemination, including social media, web video and traditional print media.
- Develop suggestions for possible follow-on activities including mini-grants, alumni seminars or workshops, publications, etc.

D. General Program Responsibilities of the Award Recipient:

The award recipient will:

- Provide ECA/A/E with an organizational staff chart and provide an updated version of the staff chart quarterly.
- Provide statistical and participant data to ECA on a regular basis for the Academic Exchanges Information System (AEIS) database and/or related data systems that maintain statistical records on participants; consult with ECA/A/E to determine the requirements of the AEIS database.
- Develop protocols for the collection, use, maintenance, and dissemination of personally identifiable information (PII) ensuring that the personal information of Fulbright applicants and grantees is appropriately protected. Protocols should be applied to data submitted for the ECA Annual Statistical Exercise, as well as any PII being transmitted

between the award recipient and ECA. Additionally, ECA/A/E encourages award recipients to establish internal protocols ensuring appropriate collection, use, maintenance, and dissemination of PII.

- Prepare standard report forms for use by all grantees and ensure that reports are completed and made available to ECA/A/E program staff on a timely basis. Program report forms should be distributed to new participants. Material from the reports should be used to highlight significant accomplishments in publicity and promotional materials about the program.
- Populate the recently launched Fulbright Program digital asset management system (the Fulbright Source). ECA relies on its award recipients to fully integrate the Fulbright Source into all recruitment, outreach, and communications initiatives. The Fulbright Source is designed to provide ECA with the capability to track the impact and success stories of the Fulbright Program worldwide, as well as to give program staff around the world the ability to access and share photos, videos, and other program resources such as informational flyers, press kits, logo files, and annual reports. The Fulbright Source should be utilized for print and electronic outreach, recruitment, and reporting. The award recipient should be prepared to provide the staffing resources necessary to collect, upload, tag, and curate accurate and relevant digital assets for the Fulbright Source, and coordinate with ECA/A/E Public Affairs Staff and relevant program office staff regarding system content and protocols. The award recipient should encourage Fulbright commissions, U.S. embassies, grantees, alumni, etc. to utilize the system as a repository for country and program- or activity-specific impact data as well as outreach, recruitment, and reporting.

E. Outreach and Marketing

In addition to targeted recruitment for U.S. scholars and professionals as discussed above, the award recipient will develop a marketing and publicity campaign designed to raise public awareness of the Fulbright Scholar Program and to demonstrate inclusiveness, innovations, new program models, and local and international impact. The marketing and publicity campaign should be designed in concert with recruitment planning, but should focus on informing a broad general audience, in the United States and abroad, about the value, importance and relevance of the Fulbright Program in today's world. The award recipient will:

- In coordination with ECA/A/E, develop language to include in recruitment and outreach brochures, announcements, and other materials to demonstrate the impact of the Fulbright Scholar Program beyond the individual participant.
- Maintain and update a general information website that describes the Fulbright Scholar Program and all of its components. The website content should be interactive and must emphasize the accomplishments, experiences, impact, and diversity of current and past program participants as well as provide details of current award opportunities. The award recipient must regularly check the website content to ensure that all posted material is current and correct, and must submit any new strategies for presenting program information or major revisions of current online materials to ECA for approval prior to

development. ECA may request that website content be added or removed in a timely manner, including information pertaining to the awards catalog.

- Propose methods to regularly engage and solicit input about the Fulbright Scholar Program from leaders in U.S. higher education.
- Propose plans for collecting, analyzing, reporting, and presenting impact data from Fulbright Scholars and alumni. Special emphasis should be given to data visualization.
- Widely advertise and promote ECA's Fulbright Program website (<http://eca.state.gov/Fulbright>) and provide draft material, when requested by ECA/A/E, for ECA's Fulbright Program website.

Publications, program materials, the website and all other online programs, including social media websites, should explain the mission of the Fulbright Program, its binational character, and highlight the U.S. government and the Department of State's role as the program's sponsor and manager. As such, all materials should note that "The Fulbright Program, sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs, is the U.S. government's flagship international educational exchange program and is supported by the people of the United States and partner countries around the world. For more information, visit <http://eca.state.gov/fulbright>." This language should appear prominently on all print and electronic materials and should precede any language regarding the role of the award recipient in administering the program. Publications should prominently feature the Fulbright logo and the U.S. Department of State seal, in accordance with established guidelines. The publicity strategy and all publication materials such as brochures, including cover designs, must be submitted to ECA/A/E Public Affairs Staff for approval prior to publication and dissemination.

All print and online materials provided to applicants, participants, campus contacts, U.S. embassies and Fulbright commissions, and peer review committees should be submitted for ECA/A/E Public Affairs Staff review before distribution. Prior to ECA/A/E review, all print and online materials should be carefully drafted, edited, and revised to meet standards commensurate with the prestige and academic character of the Fulbright Scholar Program.

Any communication with Fulbright commissions and/or U.S. embassies involving major new initiatives or policy revisions should be cleared by ECA/A/E Program Staff and ECA/A/E Public Affairs Staff before dissemination.

F. Fiscal Management

The award recipient will:

- Communicate with Fulbright commissions regarding anticipated FY 2017 grants to scholars and be able to provide ECA with anticipated grantee numbers and estimated funding amounts for Commission-funded grantees.
- Manage stipend payments for participants going to countries without Fulbright commissions.

- Manage stipend and university/affiliation payments for visiting scholars from non-commission countries and from a limited number of commission countries, as directed by ECA/A/E. Prepare and distribute payments to participants and host institutions as appropriate.
- Audit internal functions, systems, and controls as necessary.

See Section II, Program Reporting, for additional guidelines on fiscal reporting requirements.

G. Other Program Activities of the Award Recipient

The award recipient will also be responsible for other special projects as directed by ECA/A/E.

H. Health Benefits Enrollment

The recipient must enroll all Fulbright Scholar participants in the Bureau's Accident and Sickness Plan for Exchanges (ASPE) and/or other health benefits plan as directed by ECA and assist in filing claims to the designated health benefits agency.

I. Abridged Calendar of Fulbright Scholar Program Activities

The following calendar provides a general workflow guide but should not be viewed as a comprehensive list of programmatic activities. It is intended to provide applicants with an overview of significant activities and tasks that take place each quarter for the various program components.

October 2016 – December 2016	January 2017 – March 2017
<u>U.S. Scholar Program:</u> <ul style="list-style-type: none"> • Start to release slate of recommended candidate to ECA, Fulbright commissions and U.S. embassies via on-line application and FFSB transmittal systems • Start to inform 2017-2018 candidates of their status <u>Visiting Scholar Program:</u> <ul style="list-style-type: none"> • Start to send 2017-2018 application deadline reminders to commissions and U.S. embassies <u>Special Program Activities:</u> <ul style="list-style-type: none"> • Scholar-in-Residence U.S. host institution application deadline • Conduct Scholar-in-Residence peer review of U.S. host institution proposals <u>Recruitment/Outreach:</u> <ul style="list-style-type: none"> • Participate in conferences and meetings • Start drafting the 2018-2019 U.S. Scholar Program Catalog of Awards • Start outreach to Fulbright campus contacts network <u>General:</u> <ul style="list-style-type: none"> • Develop methods for providing participants with tax information and filing support • Develop program materials – websites, handbooks, scholar reports, etc. 	<u>U.S. Scholar Program:</u> <ul style="list-style-type: none"> • Continue to inform 2017-2018 candidates of their status • Start to verify individual scholars' award details with Fulbright commissions and U.S. embassies, obtain medical clearance and prepare grant documents <u>Visiting Scholar Program:</u> <ul style="list-style-type: none"> • Visiting Scholar applications due to ECA and cooperating organization from Fulbright commissions and U.S. embassies • Start the technical review of 2017-2018 visiting scholar applications • Confirm U.S. institutional affiliations and place/affiliate scholars without identified host institutions • Start to verify grant details with Fulbright commissions and U.S. embassies, obtain medical clearance, prepare grant documents, and issue DS-2019s <u>Recruitment/Outreach:</u> <ul style="list-style-type: none"> • Participate in conferences and meetings • Continue outreach to Fulbright campus contacts network

<p>October 2016 – December 2016 (cont'd)</p> <ul style="list-style-type: none"> Contract with physician to review medical clearance forms Contract with venues for 2017-2018 Pre-Departure Orientations (PDOs) for U.S. Scholars and Students 	<p>January 2017 – March 2017 (cont'd)</p> <ul style="list-style-type: none"> Develop Outreach Lecturing Fund (OLF) materials Finalize the 2018-2019 U.S. Scholar Program Catalog of Awards <p><u>General:</u></p> <ul style="list-style-type: none"> Provide scholars with tax resources and information Start planning for 2017-2018 U.S. PDOs for U.S. Scholars and Students Submit quarterly financial report
<p>April 2017 – June 2017</p> <p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> Continue to inform 2017-2018 candidates of their status Continue to verify individual scholars' award details with Fulbright commissions and U.S. embassies, obtain medical clearance and prepare grant documents Plan/Implement PDOs for U.S. Scholars and Students Begin planning 2018-2019 U.S. Scholar peer review panels and identify panelists <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> Continue the technical review of 2017-2018 visiting scholar applications Continue to verify grant details with commissions and U.S. embassies, obtain medical clearance and prepare grant documents. Continue to confirm U.S. institutional affiliations and place/affiliate scholars without identified host institutions Start to verify grant details with Fulbright commissions and U.S. embassies, obtain medical clearance, prepare grant documents, and issue DS-2019s Individual OLF visits begins Begin Enrichment Seminar and Anchor Cities competition for 2017-2018 visiting scholars <p><u>Recruitment/Outreach:</u></p> <ul style="list-style-type: none"> NAFSA , Fulbright campus contacts network workshop, and other outreach activities Propose the plan 2018-2019 for recruitment/outreach activities <p><u>General:</u></p> <ul style="list-style-type: none"> Submit quarterly financial report 	<p>July 2017 – September 2017</p> <p><u>U.S. Scholar Program:</u></p> <ul style="list-style-type: none"> Establish and notify Fulbright commissions and U.S. embassies of the 2018-2019 U.S. Scholar peer review timeline Continue to plan/implement PDOs for U.S. Scholars and U.S. Students 08/01/2017 – Application deadline for 2018-2019 core U.S. Scholar Program Begin technical review of 2018-2019 U.S. Scholar applications <p><u>Visiting Scholar Program:</u></p> <ul style="list-style-type: none"> Continue to prepare for arrival of 2017-2018 Visiting scholars, including enrollment in health benefits Monitor scholar arrivals and validate arrival information in SEVIS Continue individual OLF visits <p><u>Special Program Activities:</u></p> <ul style="list-style-type: none"> Develop materials and recruit/select U.S. host institutions for Junior Faculty Development Programs <p><u>Recruitment/Outreach:</u></p> <ul style="list-style-type: none"> Plan/Implement 2018-2019 recruitment and outreach activities Prepare final report on 2018-2019 U.S. Scholar Program applications <p><u>General:</u></p> <ul style="list-style-type: none"> Submit quarterly financial report

NOTE: Should the Fulbright Scholar Program be awarded to a new organization for FY 2017, the new organization and the current administrator of the Fulbright Scholar Program will be required to collaborate closely to ensure a successful transition.

II. PROGRAM SPECIFIC GUIDELINES

PROGRAM REPORTING

Program reporting:

The award recipient, in collaboration with the award recipients of the Fulbright Student Program, must contribute program data and narrative text to a joint annual report of 2016-2017 Fulbright

U.S. and Visiting Scholar Program and student activity, due to ECA by November 30, 2017. This report contains comprehensive program statistics and information, to be determined in consultation with the ECA/A/E.

Financial reports:

To allow for the reprogramming of unobligated funds provided for in the Statement of Work (Section I), the award recipient shall provide detailed financial reports for scholar programs, organized by world region and country. Individual scholars should be listed, including the fiscal year when their program began. These reports should capture the amount of programmatic funds transferred to the award recipient to date, total paid expenditures, current balance, unpaid commitments, and projected balance. The first report is due approximately nine months after the start of the cooperative agreement. Programmatic financial reports are subsequently due after the end of each fiscal quarter.

Other reports: The award recipient should provide bi-weekly reports on U.S. and visiting scholars currently on program. Upon request, the award recipient will prepare summary reports on the applicant pool (number of applications, trends, distribution of applications by region, degree objective fields of study, quality), placement, projected costs, statistics, or expenditures, as necessary. The award recipient should provide a final list of participant placements by July 1, 2017. Upon request, the award recipient will provide detailed reports to ECA on actual cost-share from U.S. host institutions and monitor trends in institutional cost-share and other conditions affecting Fulbright U.S. and Visiting Scholar Programs.

PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)
- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items under the section headings in the GrantSolutions Application Checklist. All documents should be appropriately and clearly titled.

Online Forms

- SF-424, "Application for Federal Assistance"

- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, “Assurances – Non-Construction Programs”
- Include other attachments, if applicable, such as indirect agreements, form 990, SF-LLL, etc.

Program Narrative

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed theme
4. Nature of activity
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

Narrative

In 30 double-spaced, single-sided pages, provide a detailed description of the project addressing the areas listed below. Additional information may be submitted in appendices.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Program Activities (publicity, advertisement, recruitment and screening, selection, affiliation, orientation, academic component, cultural program, participant monitoring and support services)
4. Program Evaluation
5. Follow-on
6. Project Management
7. Work Plan/Time Frame

Additional Information to be Submitted

- Detailed Budget

Applicants should pay careful attention to the detailed budget instructions that follow. Proposals should demonstrate the applicant’s capacity and ability to complete all of the program components above; however, not all of those program components are included in the request for a detailed budget below. The applicant’s budget proposal will be reviewed for adherence to the guidelines below.

1. General Guidelines

Applicants should submit an administrative budget to support the following: the U.S. and Visiting Scholar Programs, Scholar-in-Residence Program, Junior Faculty Development programs, International Education Administrator seminars, special regional/cohort programs, and program enhancement costs such as recruitment, pre-departure orientations, enrichment activities and outreach. As outlined in the budget guidelines below, if the applicant does not include administrative costs specific to the 2017-2018 program in the budget, the proposal should demonstrate the applicant's capacity to provide these support services. Applicants should also submit a budget summary reflecting the budget request for all programs.

Submit a line item budget in a three-column format as indicated below:

Column 1	FY 2017 Bureau funds request
Column 2	Amount of Cost-Sharing in FY 2017
Column 3	Total FY 2017 Budget (Total of columns 3 and 4)

2. Budget Guidelines

The total FY 2017 funding request for the administrative budget should not exceed \$5,820,000, pending the availability of FY 2017 funds.

The Bureau anticipates the following scholar caseload in FY 2017:

Core Fulbright Scholar Program Total: 1,670

U.S. Scholars: 810

Visiting Scholars: 860

Special Regional/Junior Faculty Development Programs Total: 245

Please note the following budget guidelines:

1. Provide estimated administrative costs, as well as unit costs, for each support service as follows for FY 2017:

Fulbright U.S. Scholar Program: Program Planning and Management; Recruitment, Publicity, and Outreach; Post-Nomination Services (including Grant Administration, and Pre-Departure Orientations); Fiscal Management. *NOTE: Recruitment for the 2018-2019 program should be included in the FY 2017 estimated administrative costs. The proposal should demonstrate the applicant's capacity to provide Screening and Selection for the 2018-2019 program and full Program Planning and Management. However, FY 2017 estimated administrative costs should NOT include Recruitment, Selection and Screening for the 2017-2018 U.S. Scholar Program.*

Fulbright Visiting Scholar Program: Program Planning and Management; Recruitment, Publicity, and Outreach; Screening and Affiliation; Basic Support Services (including Grant Administration, Program and Enrichment Activities); Fiscal Management. *NOTE: Enrichment planning for the 2018-2019 program should be included in the FY 2017*

estimated administrative costs. The proposal should demonstrate the applicant's capacity to provide Enrichment Screening and Selection for the 2018-2019 program and full Program Planning and Management. However, FY 2017 estimated administrative costs should NOT include Enrichment for the 2017-2018 Visiting Scholar Program.

Scholar-in-Residence Program: Program Planning and Management; Recruitment; Applicant Screening and Selection; Basic Support Services (Grant Administration, Program and Enrichment Activities); Fiscal Management. NOTE: *Recruitment for the 2018-2019 program should be included in the FY 2017 estimated administrative costs. However, recruitment for the 2017-2018 Scholar-in-Residence Program should NOT be included in the FY 2017 estimated administrative costs.*

Junior Faculty Development Programs: Program Planning and Management; Recruitment; Host Institution Screening and Selection; Basic Support Services (Grant Administration and Program Activities); Fiscal Management. NOTE: *All of the above should be included in the FY 2017 estimated administrative costs.*

International Education Administrators Seminars (use services listed below as applicable to U.S. or visiting scholar cohorts): Program Planning and Management; Recruitment, Publicity, and Outreach; Participant Screening and Selection; Host Institution Screening and Selection; Basic Support Services (Grant Administration and Program Activities); Fiscal Management. NOTE: *All of the above should be included in the FY 2017 estimated administrative costs.*

Fulbright Regional Network for Applied Research (NEXUS) Program: Program Planning and Management; Recruitment, Publicity, and Outreach; Participant Screening and Selection; Host Institution Screening and Selection; Basic Support Services (Grant Administration and Program Activities); Fiscal Management. NOTE: *All of the above should be included in the FY 2017 estimated administrative costs.*

Fulbright Arctic Initiative: Program Planning and Management; Recruitment, Publicity, and Outreach; Participant Screening and Selection; Basic Support Services (Grant Administration and Program Activities); Fiscal Management. NOTE: *All of the above should be included in the FY 2017 estimated administrative costs.*

2. Provide a detailed proposal and costs for domestic and international staff travel.

3. In consultation with ECA/A/E, plan and administer four enrichment seminars for Fulbright Visiting Scholars. Provide programmatic cost estimates for enrichment seminars, including participant travel costs. Oversee implementation of Anchor City enrichment activities in New York, Boston, San Francisco, Los Angeles, and Washington, D.C.

4. Provide a list of all staff who will administer the FY 2017 Fulbright Scholar Program, including the name, position, amount of time, salary, and benefits attributable to each.

5. Delineate other direct costs, e.g., postage, telephone, reproduction, with percentage attributable to administration of each of the Fulbright U.S. and Visiting Scholar Programs.

6. Provide a detailed explanation of administrative overhead (what elements of the budget it is based upon and how it is calculated).

- Calendar of activities/itinerary
- Letters of endorsement
- Resumes and CVs (resumes of all key personnel should be included in the submission; no resume should exceed two pages.)
- First Time Applicant Attachments, if applicable.

Please note: All applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one- page description of grant activities, will be transmitted by the State Department to the Office of Management and Budget (OMB), along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by OMB on its USASpending.gov website as part of ECA's FFATA reporting requirements.

APPLICATION REVIEW INFORMATION

The Bureau will review all proposals for technical eligibility. Proposals will be deemed ineligible if they do not fully adhere to the guidelines stated herein and in the Solicitation Package. All eligible proposals will be reviewed by the program office, as well as the Public Diplomacy section overseas and State Department regional bureaus, where appropriate. Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines and forwarded to Bureau grant panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. All awards will be assessed for risk prior to their issuance. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards resides with the Bureau's Grants Officer.

REVIEW CRITERIA

Technically eligible applications will be competitively reviewed according to the criteria stated below. These criteria are not rank ordered and all carry equal weight in the proposal evaluation:

Technically eligible applications will be competitively reviewed according to the criteria stated below. These criteria are not rank ordered and all carry equal weight in the proposal evaluation:

1. *Quality of the Program Idea:* The proposal should exhibit originality, substance, precision, and relevance to the Bureau's priorities and mission. Proposed programs should strengthen mutual understanding and the establishment of long-term institutional and individual linkages.
2. *Program planning and ability to achieve program objectives:* Detailed agenda and relevant work plan should demonstrate substantive undertakings and logistical capacity. Agenda and plan should adhere to the program overview and guidelines described above. The proposal should clearly demonstrate how the applicant will meet the program's objectives and plans, while demonstrating innovation, productivity, and a commitment to academic excellence. The proposal should demonstrate a capacity for flexibility in the management of the program.
3. *Institutional Capacity and Institution's Record/Ability:* Proposed personnel and institutional resources should be adequate and appropriate to achieve the program's goals. The applicant should demonstrate well-established links to the scholarly and professional community in the U.S. and knowledge of other educational environments as they apply to academic and professional exchange programs. The proposal should demonstrate an institutional record of successful exchange programs, including responsible fiscal management and full compliance with all reporting requirements for any past Bureau grants as determined by the Bureau's Grants Division. The Bureau will consider the past performance of prior recipients and the demonstrated potential of new applicants.
4. *Cost-effectiveness and Cost-sharing:* The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. All other items should be necessary and appropriate. The proposal should maximize cost-sharing through other private sector support as well as institutional direct funding contributions.
5. *Support of Diversity:* The proposal should show substantive support of the Bureau's policy on diversity. The proposal should demonstrate how diversity will be achieved in the different aspects of program administration and of program design, content and implementation, including individual grantee/participant recruitment, selection and placement. It is important that proposals have a clearly articulated diversity plan and not simply express general support for the concept of diversity.
6. *Project Evaluation:* The proposal should include a plan to evaluate the activity's success, both as the activities unfold and at the end of the program. The Bureau recommends that the proposal include a draft survey questionnaire or other technique plus description of a methodology to use to link outcomes to original project objectives. The award recipient will be expected to submit intermediate reports after each project component is concluded or

quarterly, whichever is less frequent.

APPLICATION SUBMISSION

The NOFO indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program, contact Shenandoah Sampson at SampsonS@state.gov or (202) 632-6326 or Lana Muck at MuckLS@state.gov or (202) 632-3233.